



Thank you for this opportunity to provide an update on the woodlot efm project before the conclusion of my temporary assignment on June 30. It's been quite an experience and journey over the past 6 months.



# JWG Presentation

- Understanding & Communication
- Endorsement of our ideas & suggestions
- Support for short term plan
  - Resources
  - Communication (linkages with other initiatives)
  - Business alignment
  - Discussion around top recommendations

BC's Best Managed Forests

So, first just want to outline the objectives of this presentation

READ slide

We've covered a lot of ground since January and could actually spend a whole day to review what we've done. So the presentation will be at least one hour. We ask that you hold all questions to the end. You've all received handouts – please feel free to jot them down as we go since we have the rest of the afternoon for discussion.




# Overview


- Background
- Business Case
- Project Purpose & Team
- Methodology
- Findings
- Products
- Recommendations
- Key Learnings & Reflections
- Next Steps – plan finalization & implementation

BC's Best Managed Forests

Since you have copies in front of you, I'm not going to go through the first few slides in detail. For instance, this overview simply outlines what we'll be covering in the next hour or so.



Background




- 2003 – Efm initiative comes alive – introduction of new Ministry web-enabled applications
- 2004 – Federation/FIA commission Forsite report
- 2005
  - e-FM was first introduced to woodlot licensees at woodlot workshops in March 2005
  - Streamlining Forest Initiatives – Infomall, data clean up, CP/RP bundles, single form
  - WARRT (woodlot administrative review and recommendation team)
- 2006
  - CIO Forum / ILMB = Data sharing initiatives
  - BAPS – FIMW
- 2007
  - FBCWA Efm User need report - Woodlot Licensee e-FM User Group
  - Northeast BC Pilot Project
  - NRSIC Strategy and action plan
  - Efm Project
  - DTAP – POW
- Various initiatives – WARRT, BAPS, POW, etc. – lack of coordination = inefficiencies + duplication of efforts

BC's Best Managed Forests

Go over 2003-2005

Since 2006, several important initiatives have begun with the aim of improving our systems (both business and applications). Some like the Chief Information Officer forum have led to improved data sharing – for instance, woodlot licensees can now purchase orthophotos at a reasonable rate and have full access to TRIM data in the LRDW. Many of the others are defining different business needs and data requirements. This project is one of those with a strict focus on woodlots.

Streamlining = Info Mall, consolidate spatial info in LRDW, one form for all applications, data clean up, activity notification



## Business Case

*identified efm issues/challenges*



<p><b>Woodlot Federation</b></p> <ul style="list-style-type: none"> <li>▪ Cost &amp; Complexity</li> <li>▪ Lack of resources and/or skills</li> <li>▪ Reliance on service providers</li> </ul>	<p><b>Ministry of Forests and Range</b></p> <ul style="list-style-type: none"> <li>▪ Lack of district efm expertise</li> <li>▪ Capture/ document business &amp; policy</li> <li>▪ Ministry core requirements</li> </ul>
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**Both**

- Low client participation
- Database Integrity – spatial & attribute
- Inadequate Training
- Desire to improve relations
- Overall Frustration
- 2005-07 releases of business applications
- Follow-through (*previous recommendations*)
- Perceptions:
  - Systems drives business rules
  - Inconsistent business practices
  - reduced workload associated with efm submission

BC's Best Managed Forests

So, why should woodlots get their own dedicated efm project?

Well, Woodlot Federation members were concerned about cost & complexity, lack of resources & skills, and having to rely on service providers while woodlot MFR staff were feeling lost and confused with how our business and systems should work. Both parties were frustrated due to inadequate training, new releases of application, lack of implementation of previous recommendations, and poor woodlot data in our two main systems, FTA & RESULTS. Because of these factors, there's been very low client participation which has led to some false perceptions, including: READ bottom of SLIDE

In an attempt to address some of those concerns and improve relations between all sides, the efm project team was created.



For those who don't know, Dave Haley, is Woodlot Forester at Resource Tenures and Engineering Branch (RTEB); Jacques Bousquet is Timber Tenures Forester and Project Manager for several other initiatives out of RTEB; Doug Stewart is Acting Manager, Operations Policy from Operations Division – took over from Peter Wyatt; Stephanie Mooney, that's me, Woodlot Forester from Central Cariboo Forest District on temporary assignment as project coordinator/lead of this project; Tom Bradley, Woodlot licensee, Association president and self-proclaimed computer geek from Arrow Boundary District – he's been in Scotland since May so is not here with us today; Gord Wall is Tenures Supervisor out of Quesnel Forest District and was part of the original efm delivery team; Coleen MacLean-Marlow is manager of W1611 on Quadra Island as well as a consultant doing woodlot submissions and is the Federation's key representative on many of the various government efm related initiatives; and Susan Prosser, who was charged with getting this project off the ground is Acting Manager, Forests Operations Solutions representing the Information Management Group – she was unable to be here today due to personal matters but will join us by phone for the discussion.



## efm Project Purpose

**Purpose:**

"Development of a strategic plan that provides short, mid and long term recommendations which, if implemented, will enable woodlot holders to more easily and effectively submit data electronically to support their business and the Ministry's efm objectives."

**Deliverables:**

1. Business Process Maps depicting interaction with efm and data requirements
2. Identification of issues, inconsistencies, perceived duplication and possible solutions

BC's Best Managed Forests

Some work had been started before I was brought onboard including the purpose and deliverables. My understanding is that Susan worked with the original team members to develop a project charter after attending a Joint Working Group meeting where the key ideas were generated.

READ slide – emphasize “if implemented”

Now the key to this purpose are the words “if the plan is implemented”. Without implementation of some of our key recommendations, significant changes will not occur. Despite this fact, we do believe we’ve created a few tools that will hopefully help licensees and district staff to have a better understanding of the current requirements.





# Methodology

- Research Phase
  - Interviews and Demos
  - Business Process Mapping
- Analysis Phase
  - Review business process maps
  - Identification of business inconsistencies, issues, duplication, etc.
- Recommendations Compilation
  - Development
  - Categorization: Short – Mid – Long Term
  - Prioritization
- Strategic Plan Development – next steps
- Strategic Plan Approval – next steps

BC's Best Managed Forests

Our main focus for this project was without a doubt the Research. At least 80% of our time was spent talking with the business and systems experts for FTA, RESULTS, ECAS, WASTE, BCeId, HBS, VRIMS, LRDW, CIMS, and SCS. I'd like to pause for a moment to thank and acknowledge those experts in attendance – John Gallimore, Information Management Group RESULTS; Caroline MacLeod, Forest Practices Branch RESULTS; John Wai, Revenue WASTE; and Dona Stapley, Resource Tenures and Engineering Branch, FTA/EFS. With your help we were able to make great progress – so thank you.

Following the interviews and demos of the various applications, we began to map out the various business process maps. Once drafted, these maps were shared with a broad group of 60 individuals representing MFR, licensees, consultants, and service providers. Based on responses received, our own knowledge, and problems encountered while doing & reviewing the maps, we identified several inconsistencies, issues, and perceived duplications. Taking all of these into consideration, along with comments and experiences, we developed 130 recommendations which we categorized into short, mid & long term before asking our broad group for their priorities. Determining the top 10 short, top 5 mid, and top 3 long was just done last week.



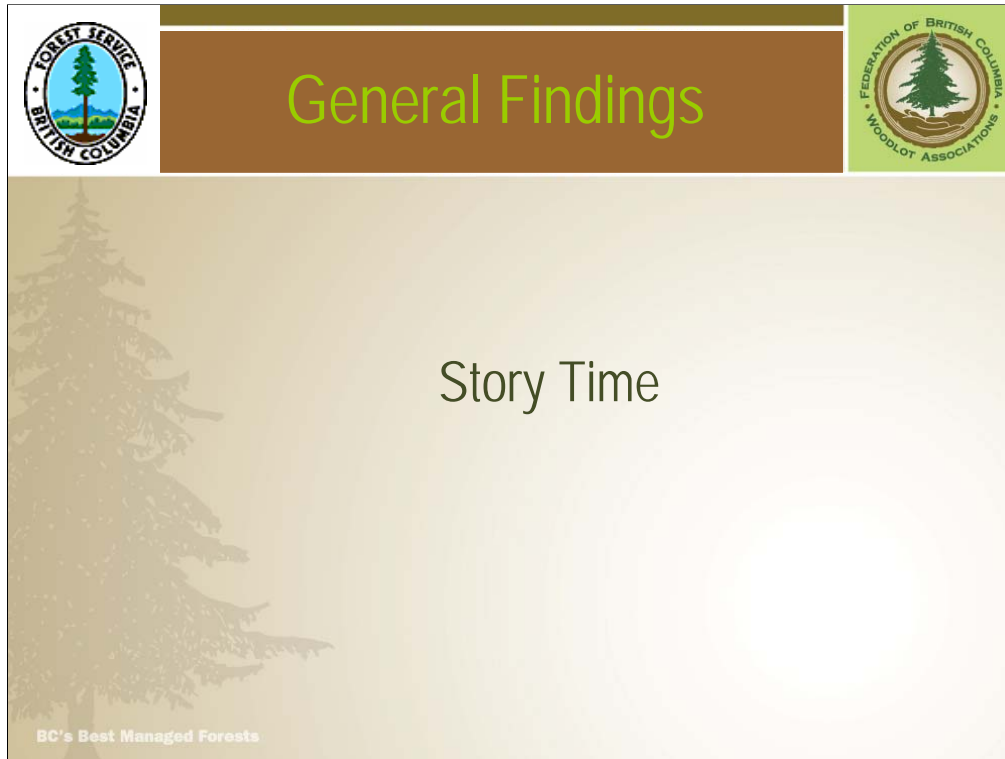


## General Results

- Business Process Maps -15 total
  - Overview, BCeId/MFR applications, ECAS (Coast & Interior), ESF FTA CP & RP, RESULTS Online & Ezlink
- Issues – over 50 identified
- Inconsistencies – over 50 identified
- Perceived Duplications – over 20 identified
- Training & Knowledge Transfer – required  
(by/for both MFR & woodlot licensees)

BC's Best Managed Forests

As part of our deliverables, we've produced 15 detailed business process maps, identified over 50 issues, 50 inconsistencies, and over 20 perceived duplications. We've also identified that many problems could be overcome with proper training in all systems for both MFR and licensees and that keeping the business process maps updated could serve as part of our knowledge transfer process as individuals move onto other jobs, other interests, or simply die.



I had wanted to write an analogy story sparked by one of Jacques' comments in Williams Lake, however I ran out of time to put it all together. The gist is that Frank inherits a heritage house with twelve rooms. He first has to figure out which key of the 15 he was given opens the front door. Next, he discovers there's stairs leading up to each of the 12 rooms and he requires a key for each --- some keys don't even work. Once he gets in, he discovers hoards of antiques but doesn't know which ones are of value and which can be thrown out. He talks to some experts but they all have different opinions. He then wants to do some renovations because his wife is in a wheelchair and, of course, the stairs just won't work for her. He tries to start the renovations himself but can't find any of the house's original blueprints so he decides it's not worth the hassle and sells the house.

This story is meant to represent the woodlot situation and this project with a key difference being – we didn't want to sell so we built our own blueprints – the business process maps you see posted to the walls.



## Key Disappointments



- Data Integrity & Clean Up
  - Inaccurate or minimal spatial information
  - Missing or inaccurate attribute data
  
- Cultural reluctance to change (all sides)
  
- Lack of meaningful reports to get info from systems (MFR & licensees)
  
- Many of our recommendations have been documented in previous reports but never implemented



So like Frank, we were feeling quite disappointed and overwhelmed with the amount of poor or lack of data we have for woodlots. Despite several data clean up projects, woodlots always seem to be pushed to the bottom of the pile and the problem continues to grow. Further complicating our situation, is the reluctance to change due in part to the unprecedented rate of change experience in the last 12 years:

1995 - Introduction of Forest Practices Code of BC Act and associated regulation (Woodlot Licence Forest Management Regulation)

1998 to present - Mountain Pine Beetle (severely affecting approximately 250 woodlots)  
Especially 2003

2003 - Introduction of Forest and Range Practices Act and associated regulation (Woodlot Licence Planning and Practices Regulation)

2003 – Ministry downsizing (loss of staff, districts and regions)

2003 - Changes to Cutting Permit term

2003-2005 - Implementation of e Business for all aspects of approvals, appraisals and record keeping

2005 - Softwood Lumber Agreement and associated loss of flexibility

We certainly haven't helped to promote the efm change in a positive light. Licensees and staff see the applications as safety security boxes to which they don't have access. We still can't retrieve meaningful data from the various applications, without asking for ad hoc reports. Although improving reports is a new recommendation, many of our others have been repeated in several reports including:

SHOW AS NAME – Vera Sit's Are We Ready?, Woodlot efm User Needs, Streamlining Project, Forsite Report, WARRT. Again, a lack of implementation is forcing us to repeat history, over and over and over again.



## Key Findings




- Business rules drive the systems
- Huge amount of information required
- From clients' perspective, systems are very individualized & could be more audience-friendly
- Business inconsistencies (legs, regs, policy, templates, systems)
- Minimal System data requirement inconsistencies
- General lack of knowledge of and training in ESF systems
- System Interface issues (multiple ports)


BC's Best Managed Forests

Despite these disappointments, we did have some interesting findings.

1. The business rules drive the systems not the other way around.
2. Huge amount of info required as evidenced by the BP maps
3. by being more standardized in look and feel
4. The systems can't change until we address the business inconsistencies existing between (all of above plus instructions) due to previous streamlining efforts made in woodlot regs (both Code & FRPA)
5. Besides lack of reports, there were only a few "system only" inconsistencies such as RESULTS stocking standards not set up for woodlots; VRIMS updating only if FC is submitted to RESULTS through ESF; and CIMS not even available on any website
6. On both sides of the fence
7. Including the fact that each system/application has it's own access requirements and portal



## Key Surprises



- Ezlink is easy to use (although still room for improvement)!!
- Numerous similar initiatives relating to systems are going on at same time --- no apparent coordination & possible duplication
- Possibly more change coming due to NE pilot project recommendations for push/pull system
- How little we understood each other's perspective of our joint business (MFR districts vs branches vs IMG vs licensees)

BC's Best Managed Forests

Some of our findings also took us quite by surprise including that

1. Ezlink is actually easy to use and does provide a one portal solution --- you can do a CP, RP, RESULTS, WASTE & even NOCs
2. Numerous other initiatives == unmask flipchart – have them listed here for those who are interested afterwards
3. More discussion around this at the end when Coleen and Dona can fill us in
4. And probably the biggest surprise was just **READ LAST BULLET** ---- districts believed branches work completely in silos, branches thought districts simply don't follow their direction (doing own thing), IMG felt Federation was whining without cause and the Federation was blaming the systems for all of their troubles.

We, on the team, now all realize that each of these perceptions is quite incorrect.



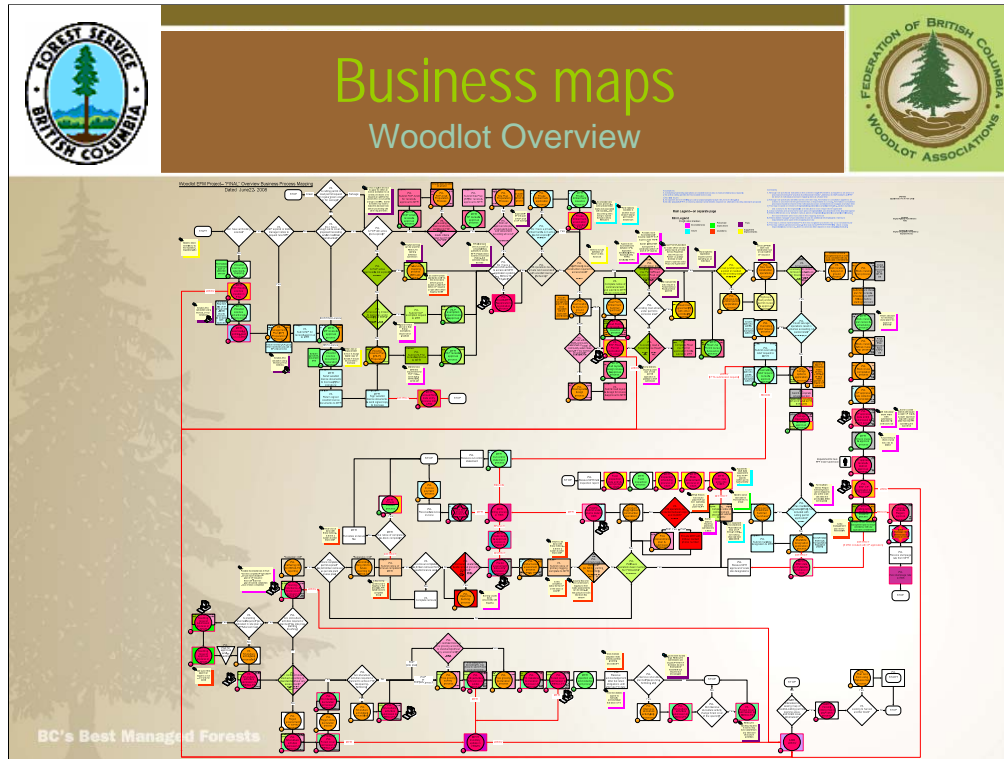
## Products

- Detailed Business Process Maps (flowcharts)
  - including identification of perceived duplications, issues, questions, inconsistencies, suggested improvements
- Cheat Sheets for:
  - BCeId application
  - FTA & RESULTS submissions
- Listings of Issues & Recommendations (prioritized)
- Listings of Perceived Duplications and Inconsistencies

BC's Best Managed Forests

Although not listed here as a product, one of our most significant accomplishments has been this better understanding between all parties which will hopefully continue to help develop a more cooperative relationship between the Federation and MFR.

Our main products, BP maps and Cheat sheets, will hopefully be useful as tools to help licensees in the short term and the listings of issues, recommendations, perceived duplications, inconsistencies, as well as, the BP maps will serve as road maps to help MFR with future changes.



The next 13 slides showcase the amount of information being requested as depicted by the bp maps. We won't be going over these in detail – they're more of a visual reality check. I do want to quickly point out a few key features before moving on.

First – Assumptions and comments are critical to read before using these flowcharts. This overview has different colored boxes for each e-system and/or piece of legislation, reg, etc – check the legend for details. The circles are other processes --- green is non-efm MFR, orange is non-efm Woodlot licensee, and red is efm requirements. Each red circle with a computer beside it, represents those efm processes for woodlot licensees while all others are MFR processes. All woodlot efm processes have been mapped out but 2 – scale returns and SPAR as they were not seen as critical. The background color of the rectangles match the colors used in the detailed bp maps for easy recognition (for instance, FTA is yellow on this overview – if you look at the FTA maps, all boxes are yellow). And finally, the post-it notes are all color-coordinated as well: blue = issue; pink = inconsistency; green = perceived duplication; orange = questions; yellow = suggested improvement; purple = tips

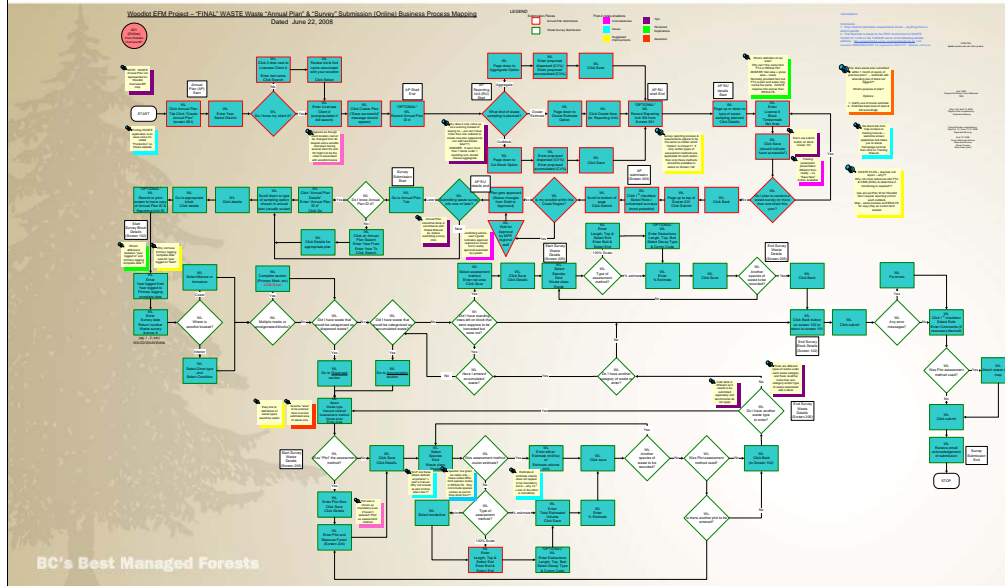








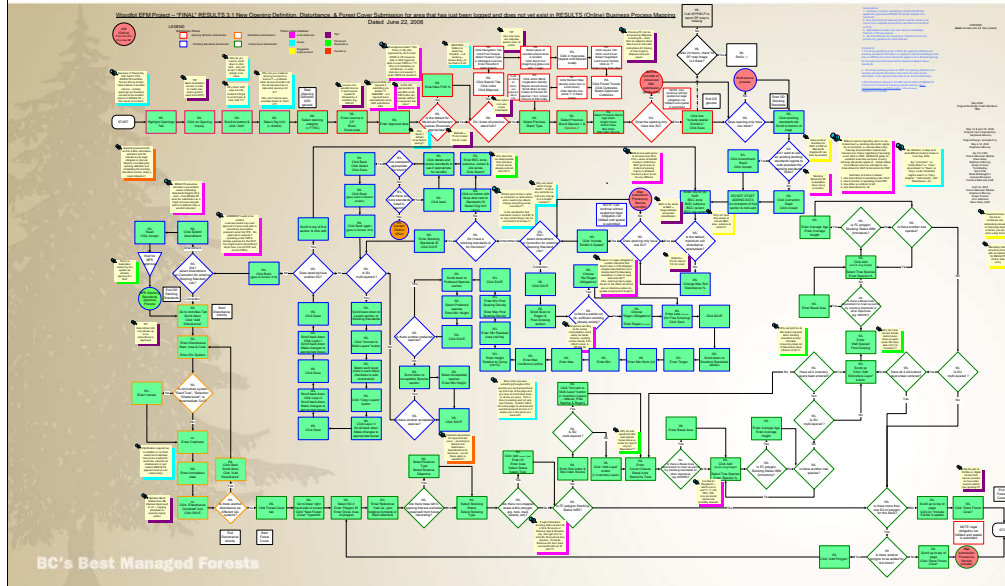






# Business maps

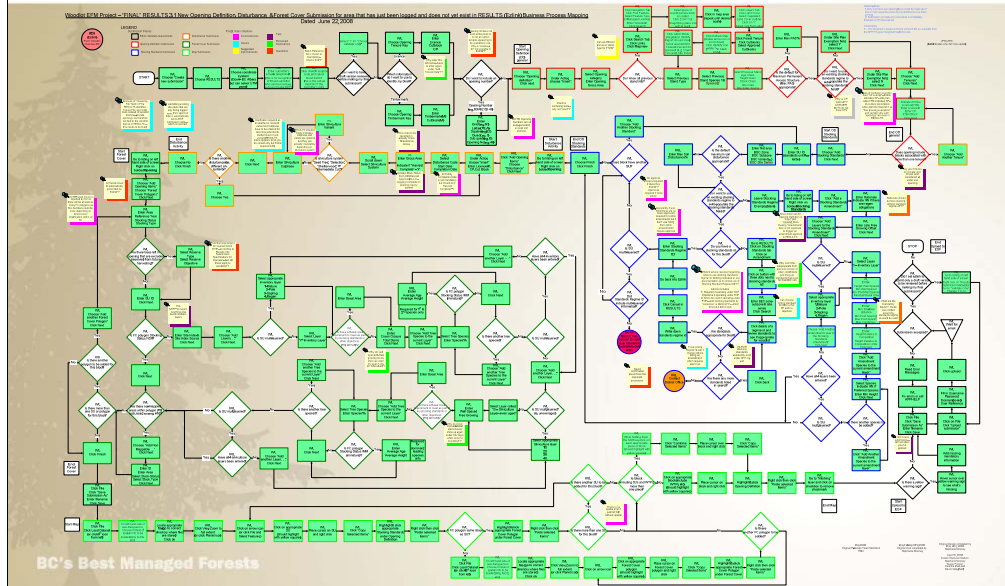
## RESULTS Online post-harvest Submission





# Business maps

## RESULTS Ezlink post-harvest Submission



















Inconsistencies Examples



### ROAD Construction – Code vs FRPA vs CP wording

#### CODE

**Authority to construct, modify or use a road on Crown land**

**41** (1) [Repealed B.C. Reg. 350/02]

(2) A holder of a woodlot licence may use a road constructed or modified under a cutting permit after the permit expires and is exempt from section 54 (1) of the Act to the extent necessary to use the road.


#### FRPA

**Wilderness roads**


**70** Despite section 22.2 *[non-industrial use of a road]* of the Act and section 68 *[road maintenance]*, if a woodlot licence holder is required to maintain a forest service road, or a road authorized under a road permit, a cutting permit or a woodlot licence, and the road is not being used by industrial users,

**BC's Best Managed Forests**

Unfortunately, efm is taking the brunt of the criticism even though much of the cause falls to inconsistencies between legislation, regulations, manuals, and systems. For example, FRPA legislation states that roads can be built under RP, CP, or the Woodlot Licence; while the Code indicates roads can be built under Road Permit or Cutting Permit; however, the CP template indicates that only in block roads can be built under CP. Also, there is no authority tool to build roads under a woodlot licence. Further frustrating is that the CP template keeps changing . . .



# Inconsistencies Examples



## Post CP template version 2.03 Feb 19, 2008

**5.00 ROADS**

5.01 Subject to the Licence and the forestry legislation, the Licensee may construct or modify roads under the authority of this cutting permit on the harvest area if the roads are wholly contained within an harvest area authorized under this cutting permit.

## Post CP template version 2.03 Mar 26, 2008

**5.00 ROADS**


5.01 Subject to the Licence and the forestry legislation, the Licensee may construct or modify roads under the authority of this Cutting Permit on areas of Schedule "B" Land, and Schedule "A" Land subject to a timber licence, that are authorized for primary logging and removal under this Cutting Permit if the roads are:

- (a) wholly contained within a cutblock identified on a forest stewardship plan; and
- (b) not identified on a forest stewardship plan as providing access to more than one cutblock.


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Here the latest Post CP template dated March 2008 which has apparently replaced the corrected version that had been posted in Feb 2008 – with no reference to “forest stewardship plans”. Similarly, the Pre CP template has also been changed and is now incorrect since it references “forest development plans” only. The problem with these is that “Pre” and “Post” refer to the Woodlot Licence Anniversary date and have nothing to do with whether the cutting permit is Code or FRPA.





# Inconsistencies Examples



## Stocking Standards – Code vs FRPA vs Guide vs Majors

### CODE

**CODE's WLFMR as of 1998**

**Definitions**

**1** (1) In this regulation:

“**stocking requirements**” means, in relation to an area where there is no silviculture prescription, the preferred and acceptable species and the stocking specifications for a stand of trees that must be achieved for an area as specified

(a) in section 77 by the regeneration date, or

(b) in section 78 by the free growing date;

(2) In this regulation, and in the Act with respect to woodlot licence areas:

“**stocking requirements**” means, in relation to an area where there is a silviculture prescription, the stocking specifications set out in section 22.1 (3) (e) and (f);

### RESULTS WL Guide

Standards Regime ID	Yes	The stocking standard regime ID number. This must be an approved Standards ID in RESULTS. This number uniquely identifies a set of series of Regen/FG offsets, target/minimum stocking levels, species/heights, etc that make up a stocking standard.
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### FRPA

**FRPA's FPPR as of 2003**

**Definitions**

(1) In this regulation:

“**stocking standards**” means the stocking standards that apply when

(a) establishing a free growing stand, or

(b) meeting the requirements of section 44 (4) [free growing stands generally];


**FRPA's WLPPR as of 2003**

**Definitions**


1(1) Unless otherwise indicated, words and expressions not defined in this regulation have the meaning given to them in section 1 [definitions] of the Forest Planning and Practices Regulation.

**BC's Best Managed Forests**

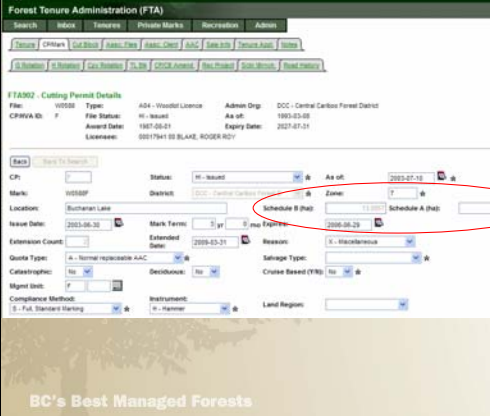
Another huge inconsistency is the submission of stocking standards into RESULTS. Woodlots have been operating under different rules since at least 1998 when the WLFMR under FPC no longer required woodlot licensees to submit silviculture prescriptions. Instead woodlot licensees were required to submit, for district manager approval, a woodlot licence site plan with reduced information requirements but included stocking standards as defined in Table A or B of Schedule 1. These woodlot site plans were in existence long before the current “stocking standards regime ids” and “site plans” were developed for majors. The submission of stocking standards into RESULTS, including regime ids and approval dates are totally geared to this change for the majors and does not take into account the fact that woodlot site plans under the Code and pre-harvest mapping requirements under FRPA are different. Much of the Business Process mapping for the opening definition could be perceivably eliminated if RESULTS was adjusted to reflect these differences. Some licensees will continue to operate under FPC for up to another 10 years so RESULTS Woodlot Guide also needs adjusting since it only references Stocking Standard Regime Ids as the way to submit stocking standards.

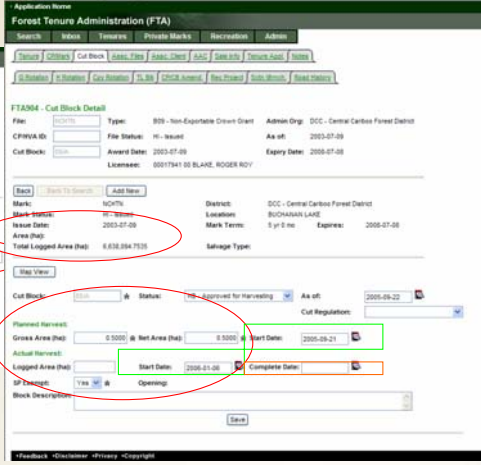


# "Duplication" Examples



## Areas & Dates – in FTA





One of the key concerns by licensees and ministry staff has been the duplication of data entry. We found that much of this duplication appears to be “perceived duplication”; however, we again felt that the experts need to review fields such as area and dates which appear to be duplicates . Some examples from FTA, RESULTS and WASTE are shown in the next few slides. Red ovals indicate “areas”, green rectangles indicate “start dates” and orange rectangles indicate “end dates”.



## Areas & Dates – in RESULTS

[illegible]

RESULTS									
Search	Index	Openings	Projects	Data Results	Admin	Event Tracking	Reports		
<a href="#">Opening Inquiry</a> <a href="#">Bulk/Tree</a> <a href="#">Species/Structure</a> <a href="#">Activities</a> <a href="#">Branches</a> <a href="#">Forest Layer</a> <a href="#">Disturbance</a> <a href="#">Last Status</a> <a href="#">Attachments</a>									
Org Unit: DCC - Central Carbon Forest Dist		Status: ATP - Approved							
Class: 0211941		Name: BLAKE, ROGER RY							
Opening: 52A 021 0.0 030		Licence: 0113734		Licence Opening ID: 10588					
Licence: <a href="#">View</a>		CP: 1		Cut Block: 1		Tributor Mark: <a href="#">View</a>			
Exhibit A Area (ha): 13.5		Disturbance Green Area (ha): 5.3		NAI (ha): 12.4		Forest Green Area (ha): 0.0			
				<a href="#">Cut</a> <a href="#">Clear</a> <a href="#">3-24m</a> <a href="#">Covered</a> <a href="#">History</a> <a href="#">FPA</a>					
<a href="#">RE SOL'S 5261 - Opening Inquiry</a> <a href="#">Queens Survey Summary</a>									
<div> <div>Back</div> <div> <div>Opening: 52A 021 0.0 030</div> <div>Licence Opening ID: 10588</div> </div> <div> <div>Int Foresting: 1 10</div> <div>Opening Status: ATP</div> </div> <div> <div>Opening Category: FTDL - Forest Tenure - Wooded Site P</div> <div>Dist Admin Zone: 1</div> </div> <div> <div>Tenure Forest: ADA - Wooded Licence</div> <div>Block Status: HS - Approved for Harvesting</div> </div> <div> <div>Admin Forest Org: DCC - Central Carbon Forest Dist</div> <div>Tree: 1180</div> </div> <div> <div>Management Unit Org: P - Wooded</div> <div>Management Unit ID: 1</div> </div> <div> <div>Tenure Admin Org: DCC - Central Carbon Forest Dist</div> <div></div> </div> </div>									
<div> <div>Original Approval: <a href="#">RE SOL'S 5261-09-21</a></div> <div>Current Amendment:</div> </div>									
<div> <div>Actual Disturbance Start: 2005-09-30</div> <div>Regeneration Offset: 7</div> <div>Regeneration Due Date: 2012-09</div> <div>Regeneration Overdue: No</div> </div>									
<div> <div>Forest Harvest Declared Date:</div> <div>Free Grow Offset: 15</div> <div>Free Grow Due Date: 2023-09</div> <div>Free Growing Overdue: No</div> </div>									
<div> <div>Pre - Harvest Label</div> <div>Previous Status Type: NAI - Mature</div> <div>Previous Timber Type</div> <div>Species 1: 52 - spruce hybrid</div> <div>Species 2:</div> <div>Age Class: 6 - 101 - 120 years</div> <div>Height Class: 3 - 10.5 - 24 meters</div> <div>Blocking Class: 3 - Immature Stands</div> <div>Site Index: 18</div> <div>Site Index Source:</div> </div>									
<div> <div>Maximum Allowable Permanent Access: 7</div> <div>Green Area (ha): 13</div> </div>									
<div> <div>Last updated: 2019-04-03 02:53:08 PM</div> <div>Opening Comments:</div> </div>									
<div> <div>Spetal data source: V</div> <div> <div>Include Exhibit A Spatial</div> <div> <div>Site Plan/Forest Cover Map Sd</div> <div>Map</div> </div> </div> </div>									
<div> <div>Save</div> <div>Cancel</div> <div>Add</div> <div>Remove</div> </div>									



# "Duplication" Examples



## Areas & Dates – in WASTE

Waste System

**Waste102 - Block Details**

Annual Plan ID: 208 Forest District: DCC - Central Cariboo Forest District  
Plan Year: 2008 Licensee: WFO 05

Reporting Unit ID: 453 Dispersed CV (N):  
Reporting Unit Status: Approved Assumed CV (N):  
Option: Outer

License No: W1452 Cutting Permit: A  
Block: 1 Timber Mark: W1452A

WASTE Block Status: SUB - Submitter

Years Logged From: 2008 Years Logged To: 2008

Primary Logging Completion Date: 2008-06-15 Survey Date: 2008-06-15

Disturbance Start Date (from FTA): Disturbance End Date (from FTA):  
Net Area (ha): 1.0 Gross Disturbance Area (ha) (from FTA): 110.0

FTA Block Status: SP - SP only, no exploitation Woods (MPS):

Catastrophic (from FTA): N Cruise (m<sup>2</sup>/ha):  
Return Number: 1 Waste Surveyor Licence: WAD

Zone: ☐ Dry Belt ☒ Transition Zone ☐ Wet Belt

Condition: ☐ Normal ☒ WPS Control ☐ Fire Risk

WASTE Benchmark (m<sup>2</sup>/ha): 12

Multi-Block/Parent Block: ☐ No ☐ Multi-Block ☐ Parent Block  
☐ Multi-Block/Parent Block

Primary Mark Area (ha):

Save

Dispersed Waste Type	Harvest Method	Assessment Method	Plot Size (m <sup>2</sup> )	Waste Level	Area (ha)	Details	Cancel	Save
D - Dispersed Retention	C - Any Combination	D - Outer Estimate		L - Light	5.75			

**Accumulation**

Waste Type	Harvest Method	Assessment Method	Plot Size (m <sup>2</sup> )	Waste Level	Area (ha)	Details	Cancel	Save

**Dispersed**

Waste Type	Harvest Method	Assessment Method	Plot Size (m <sup>2</sup> )	Waste Level	Area (ha)	Details	Cancel	Save
D - Dispersed Retention	C - Any Combination	D - Outer Estimate		L - Light	5.75			

**Accumulation**



Waste Type	Harvest Method	Assessment Method	Plot Size (m <sup>2</sup> )	Waste Level	Area (ha)	Details	Cancel	Save
L - Landings	C - Any Combination	D - Outer Estimate		B - Medium	25			

**Standover Totals**

Assessment Method: **Net Area**

Save Cancel

These fields of “area”, “start dates” and “end dates” also appear in CIMS and ECAS but I didn’t have access to those to make printscreens.



# Issues Prioritized

## TOP "TEN"

- Frustration with RESULTS (#50)
- RESULTS data clean up (#24 & #22)
- BCeId expiry every 2 years (#46)
- Too much info collected by RESULTS (#5)
- Legacy data in LRDW (blocks incorrectly positioned or non-existent (#17, #21, #20)
- Major changes not adequately communicated (#45)
- Portal to WASTE system not easily recognizable (#54)

BC's Best Managed Forests

Had over 50 issues identified. The top ten are based on the broad group's submission of their priorities.

Major changes – include requirement for Previous Stand Type in RESULTS and Timbermark Designate change



# Recommendations Themes



## Six Themes

- Audience-Focused System (Business + System)
  - Improvement to Existing Processes
  - Personal Contact
  - Recognition of Tenure/Other Fields
  - Tools (New)
- Extensive Review of Data Requirements
- Data Clean Up
- Audience-Focused Training
- Full-Time Position
- Policy Practices Audit

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Had over 120 recommendations identified and found that they fell into six themes

1. One size does not fit all in this case --- need more focus on clients rather than simply collecting data
2. Review all issues, inconsistencies, perceived duplications, definitions, and justify all information required – is it essential, what is it used for?
3. Many issues still exist with old spatial & attribute data in both FTA & RESULTS despite clean up efforts over the past years. Now that woodlots have the option to “include Exhibit A spatial” in RESULTS which then feeds VRIMS, correct spatial in FTA is critical – otherwise free growing forest cover information may be rejected by Inventory staff if they deem it to be +/-20 m off of orthophotos.
4. Prior to this year, very little training for woodlots in the systems. Training needs to not only show how to use the systems but also what’s expected to be recorded in each field.
5. To ensure data integrity, need a full time position to liaise between all levels, to remind decision makers/designers about the differences of woodlots, and to perform audits
6. Again, to ensure data integrity, knowing someone’s watching makes people pay more attention to what they are doing plus reviewing someone’s practices enables individual training by explaining what may be incorrect.



## Short Term 3 to 9 months



### TOP TEN

- Cross Functional team (#49)
- Woodlot Specific e-service expert (#17)
- Suggested Improvements evaluation (#5)
- Tool Options (#24)
- One audience specific portal (#31)
- CP/RP training (#36)
- Data Clean up (#45 & #46)
- Full time position to lead CF Team (#64)
- View access to all applications (#19)
- Stocking Standards adjustments in Results to match woodlots (#63)

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Numbers in brackets reference the Recommendation # on Draft Recommendations Table sent out for review on June 4, 2008.





## Mid Term

9 months to 2 years

### TOP FIVE

- 2 Full time positions (#100)
  - one specific to woodlots
  - one for all other tenures
- Orthorectify base maps (#94)
- Client-focused Reports (including descriptions in CRS- #69)
  - HBS: Cut control statements (#79, #78, #11)
  - RESULTS: All openings' obligations summary (#16)
- Adjust/develop appropriate standards for woodlot submissions (#73)
- Reassessing current WASTE reporting requirements (#99)

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5. Built for professionals to use who understand the terminology. Also question whether Annual Plan is really necessary.



## Long Term 2 to 5 years



### TOP THREE

- Tenure Recognition across all systems (#107 + #108)
- Easier movement between applications (#104)
- Interactive business process maps (#109)

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# Essential Culture Shifts



## TOP FOUR ("ongoing" recommendations)

- Recognition of woodlot differences at planning stage of business/system changes (#124)
- Use of business process maps as big picture lens to assess impacts of new initiatives/legislation/changes (#115)
- Knowledge sharing through provincial calls/AGMs (#121)
- Woodlot business/systems coordinator/liaison (#125)



# Improvement Examples



1. Tenure Recognition
2. Permit Salvage Code
3. FG Exempt checkbox field
4. FDP/WLP checkbox field
5. Single MFR e-application request form
6. One Simple Portal



# Improvement Examples (#1, 2, 3, 4)



Go to Flipcharts

FTA (ESF CP Submitt)

License: W0000

CP: AA

CP Type: GREEN ☒ SALVAGE

Block: 1

Plan: WLP ☒ FDP other

FG exempt: Yes ☒ No

RESULTS

License: W0000

CP: AA

Block: 1

Plan: WLP (online)

WLP FDP other ☒ (online)

Stocking Standards: Regime 14's associated w WL ☒ WLFMR Regime 14's other

2007.08.27 16:03



# Improvement Example One single "form" (#5)



## Information Access Proposal #4 Streamlined User Access Cont'd

- Consolidate and simplify access protocols for required data and systems
- Consider a single application procedure which grants access to all required data and systems

**Systems access and BceID request form** [Help](#)

Name: \_\_\_\_\_  
Company: \_\_\_\_\_  
Phone: \_\_\_\_\_ Email: \_\_\_\_\_  
Do you have a current BceID?  
☐ Yes: \_\_\_\_\_  
☐ No  
Please choose the application(s) for which you are requesting access from the list below  
☐ LRDW  
☐ ECAS  
☒ **FTA**  
☐ ESF  
☐ HBS  
☐ RESULTS  
☐ SPAR

Why do you require access to this system?  
Tenure #: \_\_\_\_\_  
Other application-specific questions...

[Submit](#)



# Improvement Example One Simple Portal (#6)



Quick Links

- Archaeology & Culture
- Road Maps
- Fish, Wildlife & Plants
- Forest, Grasslands & Wetlands
- Fresh Water & Marine
- Land Ownership & Status
- Land Use Plans
- Mining & Petroleum
- Parks, Recreation & Tourism

LINKS

- Site Map
- Contact Us
- About GeoBC
- BC Home
- Main Index
- GeoBC on Google Earth

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Welcome to the GeoBC Gateway Application

Resource Tenures & Engineering Branch Ministry of Forests

Branches Search this Site Telephone / Address

**Site Contents**

- [Supervisors](#)
- [Real Estate Operations](#)
- [Timber Tenures](#)

**General Information**

- [Comments, Events](#)
- [Woodlot Licence Program](#)

**Other Links**

- [BC Timber Sales](#)
- [Forest Library](#)
- [Geotitles Directory](#)
- [Resource Map](#)
- [MAGMA](#)

**Woodlot Licence Program**

- [Annual Report](#)
- [Designated Explorers](#)
- [Electronic Forest Management on FMA Initiative](#)
- [Legislation](#)
- [Management Plan](#)
- [Operational Plans](#)
- [Policy](#)
- [Program Brochure](#)
- [Q & A - W.L. Planning & Practices Regulation \(PPRA\)](#)
- [Road Layout and Design](#)
- [Seeds and Seedlings](#)
- [Timber Processing Amendment](#)
- [W.L. Cost Control \(card\)](#)
- [W.L. Transfer & Private Land Dispositions](#)
- [Woodlot for Windows A/C Program](#)

**Other Duties**

- [FVP to cut a Christmas Tree](#)

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[illegible]





# Improvement Example



## Requested Reports

HBS: Automatic cut control statements

FTA: BSP Cutblock application date  
(to tell when RESULTS submission should occur)

FTA: Area, AAC & replacement date

RESULTS: Obligations Summary for all openings/woodlot  
(harvest start, survey(s) reported, regen/FG dates & declaration dates)

RESULTS: Annual report completion



# Resource Requirements



## Staff

- Short Term
  - 1 full time position for the implementation of ..
- Mid Term to Ongoing
  - 2 full time positions for...

## Budget

- Training \$
- Tool Development \$



Key Learnings



Dave

Coleen

Gord

Jacques

Susan

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Add note here



Over the years, I've written several emails to several different people, many in this room asking questions or suggesting changes with little response. I took this temporary assignment hoping to be able to help people better understand the differences that exist in woodlots. I believe we've made some progress but just thought I'd read a few bits from some of those emails as they still ring true today and many show up in the recommendations we just reviewed.

May 2004 – Harvest Billing System – Being able to only select one year of billing information is inconvenient for woodlots as they are on a 5 year cut control period. It would be nice to be able to run a report for up to at least 5 years so that 5 separate reports do not have to be generated (one for each of the five years)

Oct 2004 – Are there enough qualified service providers in the more rural areas to accommodate the number of licensees who will require this service (roughly 250 woodlots from Prince George down to 100 Mile)?

Jan 2005 – Systems set up does not match legislation (eg. traversed blocks for beetle harvest not required until 3 years after harvest)

Jan 2005 – One major concern with the decisions coming out of branches and regions is the lack of follow through with working implementation tools. Even though we have created a more efficient woodlot cp issuance process, I believe one of our key requirements – the cp template – is still not functional. If a functional template existed, then our process could be even more efficient. I would also like to reiterate just how much the decisions at branch and/or region can snowball when they get to our district level of business. Every time an individual branch decision is made without consulting the other "affected" programs, we are often having to revisit or start from scratch again.



## Key Messages 5 C's

- Client-focused processes and interfaces
- Clean up of data is high priority to enable:
  - licensee compliance
  - accurate ministry data management
  - ease succession (tenure & staff)
- Clarify/justify information requirements
- Change inappropriate business rules
- Create easier access and user friendly systems

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In conclusion, these are the 5 key messages.

Seemingly simple things can be extremely frustrating and an immediate turn off if people are unaware

Eg. Silviculture code definitions in RESULTS – can't back out

Having to put /BCeid in front of username

Not understanding that once have BCeid, don't have access to MFR info



"Vision without Implementation is Hallucination"

FBCWA/MFR  
Woodlot efm Project

June 25<sup>th</sup> , 2008

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As demonstrated earlier in slide show, past initiatives have occurred with great ideas and recommendations; however, many of these suggestions have not been implemented so we hope our vision of a simplified woodlot world will get implemented because READ SLIDE

Thank you for your time and attention.